

Early  
1930's



## PIONEER LADY

1815 — 1893

IN 1829 MARY JANE MULLINS, AT AGE FOURTEEN, WAS THE FIRST PIONEER LADY TO SETTLE HERE AT HOLLY CREEK (NOW CLINTWOOD) WITH HER FATHER JOHN MULLINS AND THREE YOUNGER BROTHERS. FOUR YEARS LATER SHE MARRIED JOHN JACK FLEMING AND RAISED TWELVE CHILDREN. FOR SIXTY FOUR YEARS UNTIL HER DEATH SHE MADE THIS AREA HOME.





Moose Lodge



Archives of the City of Kingsport

Title: Moose Lodge  
Description: Exterior of the Moose Lodge.  
Photographer: Thomas McNeer, Jr.  
Date of Image: 1962

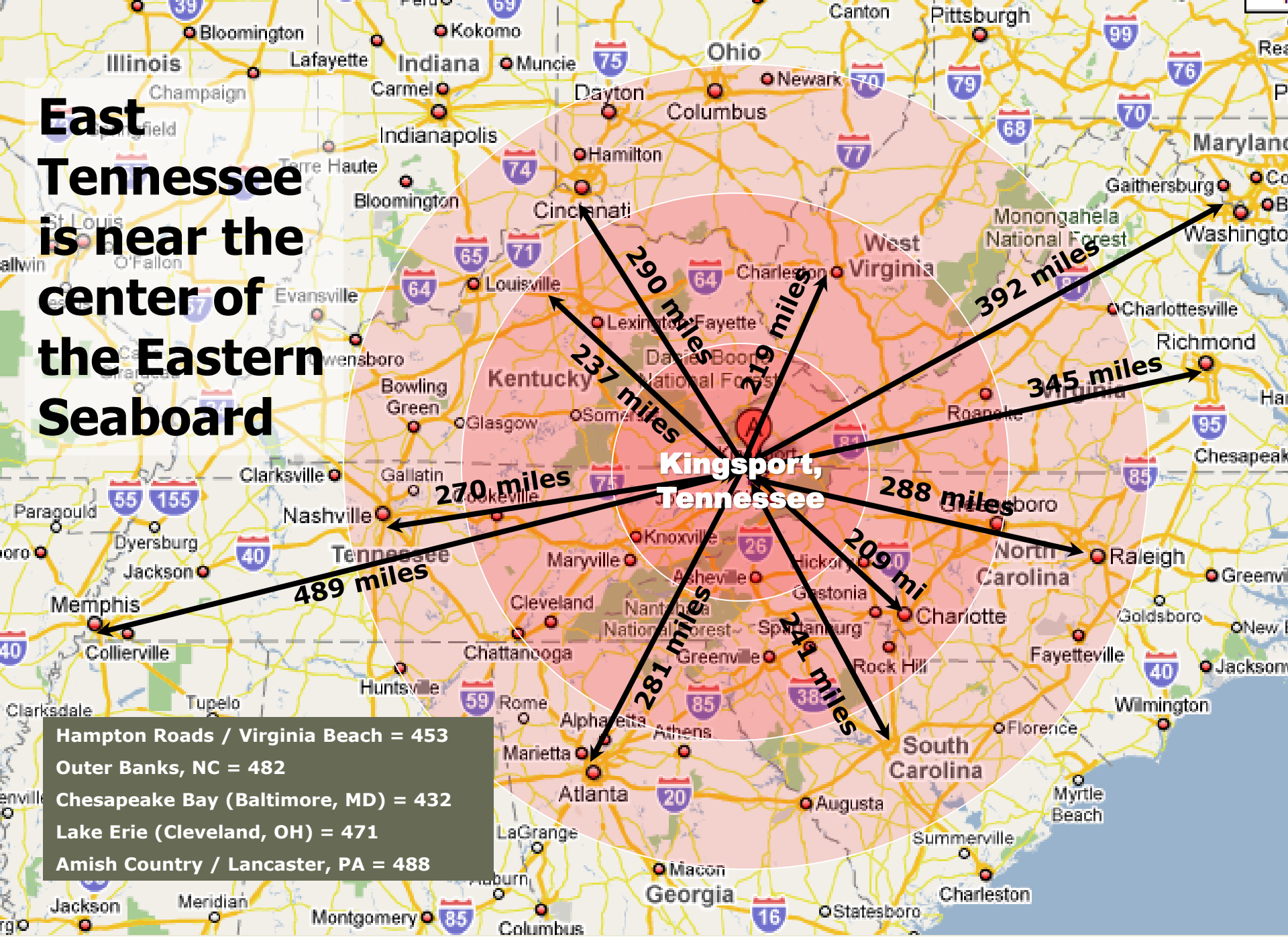
1962

*“A community’s  
progress should be  
measured in quarter  
centuries, not quarters”*

2010



# East Tennessee is near the center of the Eastern Seaboard



# TRI-CITIES



## Tennessee's 5<sup>th</sup> Largest Metro



|   |                |
|---|----------------|
| Nashville-Murfreesboro-Franklin, TN     | 1,589,934      |
| Memphis, TN-MS-AR                       | 1,316,100      |
| Knoxville, TN                           | 698,030        |
| Chattanooga, TN-GA                      | 528,143        |
| <b>Kingsport-Bristol, TN-VA</b>         | <b>309,544</b> |
| Clarksville, TN-KY                      | 273,949        |
| <b>Johnson City, TN</b>                 | <b>198,716</b> |
| Morristown, TN                          | 136,608        |
| Cleveland, TN                           | 115,788        |
| Jackson, TN                             | 115,425        |
| Cookeville, TN                          | 106,042        |
| Tullahoma, TN                           | 100,210        |
| Sevierville-Pigeon Forge-Gatlinburg, TN | 89,889         |

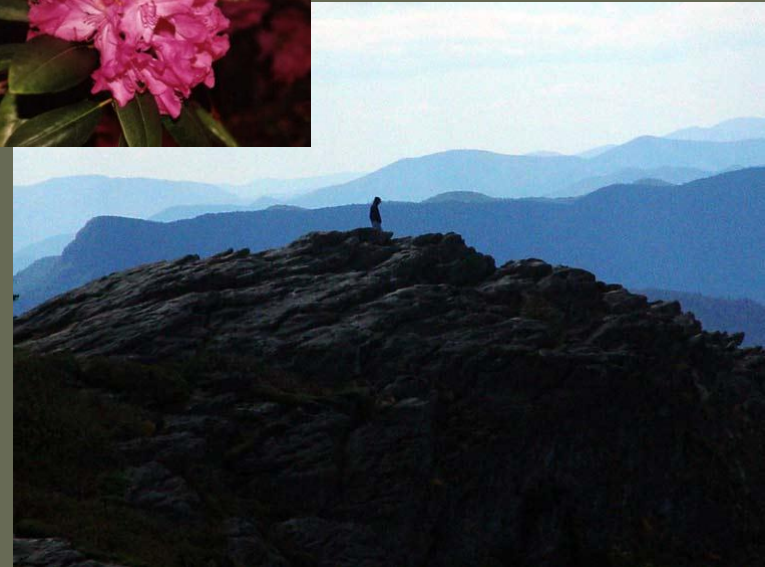
Census Bureau, Metropolitan Statistical Area: 2010 Census



|  |                       |
|--|-----------------------|
| <i>Knoxville, TN</i>                   | <i>698,030</i>        |
| <i>Greenville, SC</i>                  | <i>636,986</i>        |
| <i>Chattanooga, TN-GA</i>              | <i>528,143</i>        |
| <i>Asheville, NC</i>                   | <i>424,858</i>        |
| <i>Hickory-Lenoir-Morganton, NC</i>    | <i>365,497</i>        |
| <b><i>Kingsport-Bristol, TN-VA</i></b> | <b><i>309,544</i></b> |
| <i>Roanoke, VA</i>                     | <i>308,707</i>        |
| <i>Charleston, WV</i>                  | <i>304,284</i>        |
| <i>Huntington, WV</i>                  | <i>287,702</i>        |
| <i>Spartanburg, SC</i>                 | <i>284,307</i>        |
| <i>Lynchburg, VA</i>                   | <i>252,634</i>        |
| <i>Charlottesville, VA</i>             | <i>201,559</i>        |
| <b><i>Johnson City, TN</i></b>         | <b><i>198,716</i></b> |
| <i>Anderson (Clemson) , SC</i>         | <i>187,126</i>        |
| <i>Blacksburg (Virginia Tech)</i>      | <i>162,958</i>        |
| <i>Morristown, TN</i>                  | <i>136,608</i>        |
| <i>Cleveland, TN</i>                   | <i>115,788</i>        |

**Census Bureau, Metropolitan Statistical Area: 2010 Census**

**Kingsport is...**  
**the largest city in the**  
**6<sup>th</sup> Largest Metro in**  
**America's**  
**Mountain South**



# Kingsport's settlement pre-dates the State of Tennessee by 35 years

1761 - British Fort Robinson (later taken by U.S. and renamed Fort Patrick Henry)

1779 - Sullivan County, NC (later TN) formally established

1784-1789 The Lost State of Franklin

1796 - Tennessee statehood from North Carolina

1822 - "Old" Kingsport incorporated

1861-1865 - American Civil War

1917 - "New" Kingsport incorporated (nearly 100 years after "Old" Kingsport)

1967 - "Old" Kingsport annexed into "New" Kingsport

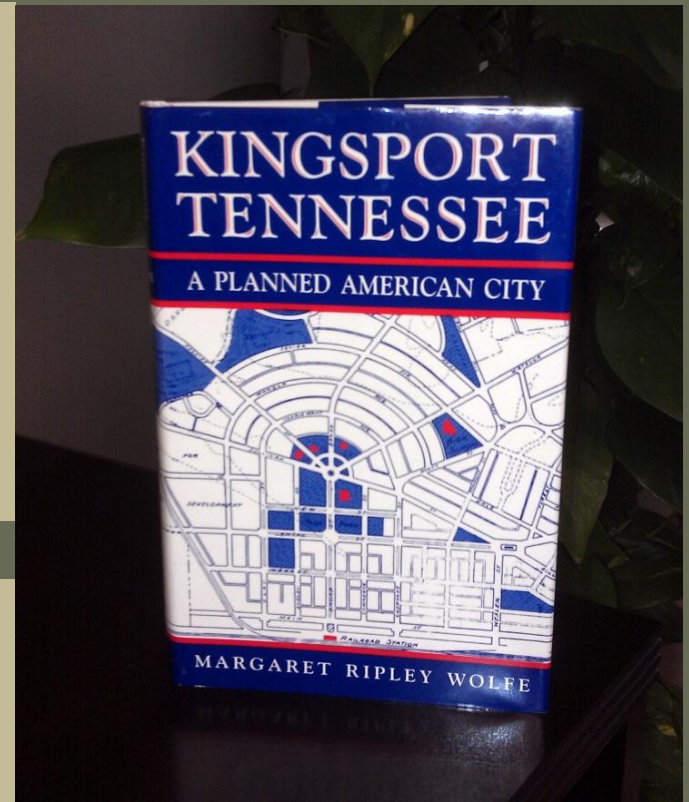
Even in the early 1920s, according to Draper, it took from an hour and a half to two hours, over barely passable roads, to travel from Bristol to Kingsport. "In those days," he added, "you figured on changing a tire every twenty-five miles."<sup>6</sup> Not surprisingly, given these circumstances, J. Fred Johnson hustled to get Kingsport placed on the route of the Lee Highway, a national artery from New York to New Orleans. To secure the town's position more firmly, he led a delegation of eleven men, more than that from any other East Tennessee community, to a convention of the Lee Highway Association in 1921 and was himself named one of the



## Kingsport, Tennessee: A Planned American City (1987)

*"This historic old town on the Holston River may become a city of industry, art and manufacture or it may become a metropolis of a region rich in mineral development...unsurpassed in beauty and fertility."*

Bristol Herald-Courier 1908



## Kingsport, Tennessee: A Planned American City (1987)

*"Plan to 'boom a town at Kingsport' "*

Johnson City Comet  
August 17, 1905

*"This would mean that Kingsport is to arise from a small country town, located at the intersection of the North and South forks of the Holston River, to become one of the most important manufacturing and business towns in the state of Tennessee"*

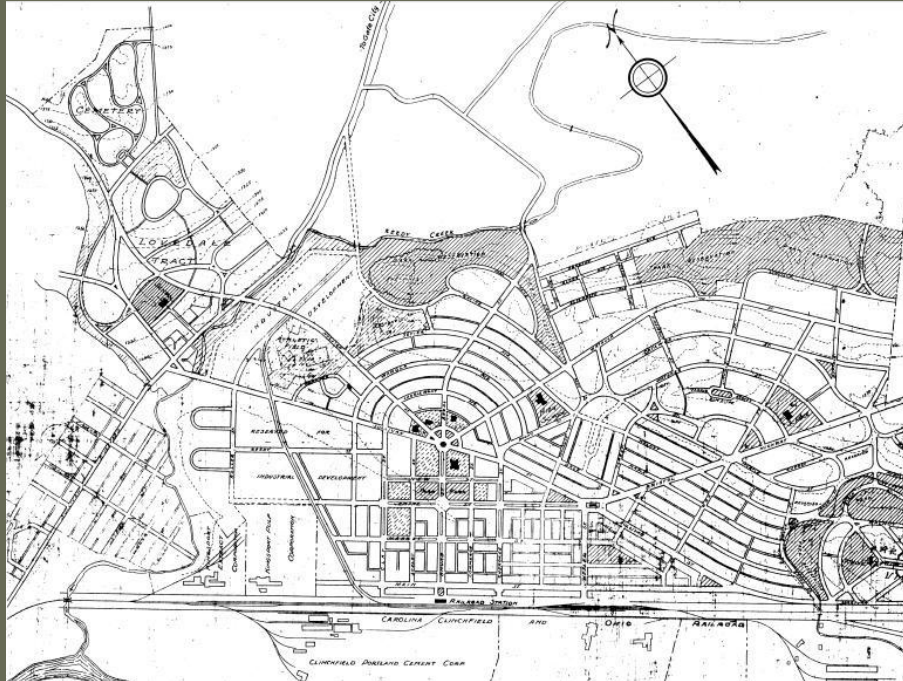
Johnson City Comet  
August 24, 1905



## ***"The Kingsport Spirit"***

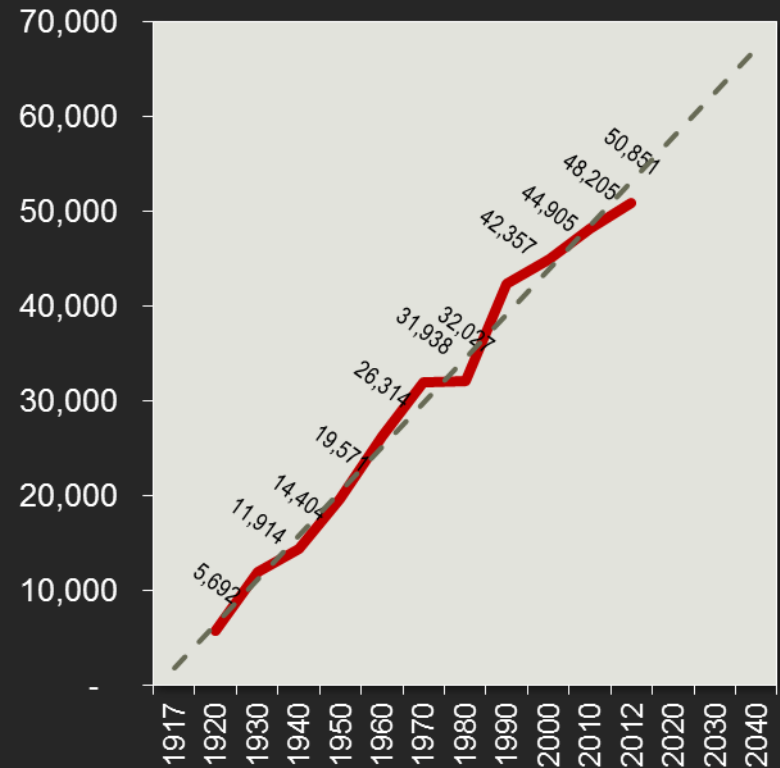
*"Were I to undertake to define the spirit underlying every step in the growth of Kingsport, from the days of its humblest beginning until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interest beneath the individual effort to assure the greater good for the greatest number."*

~ *J. Fred Johnson, 1937*



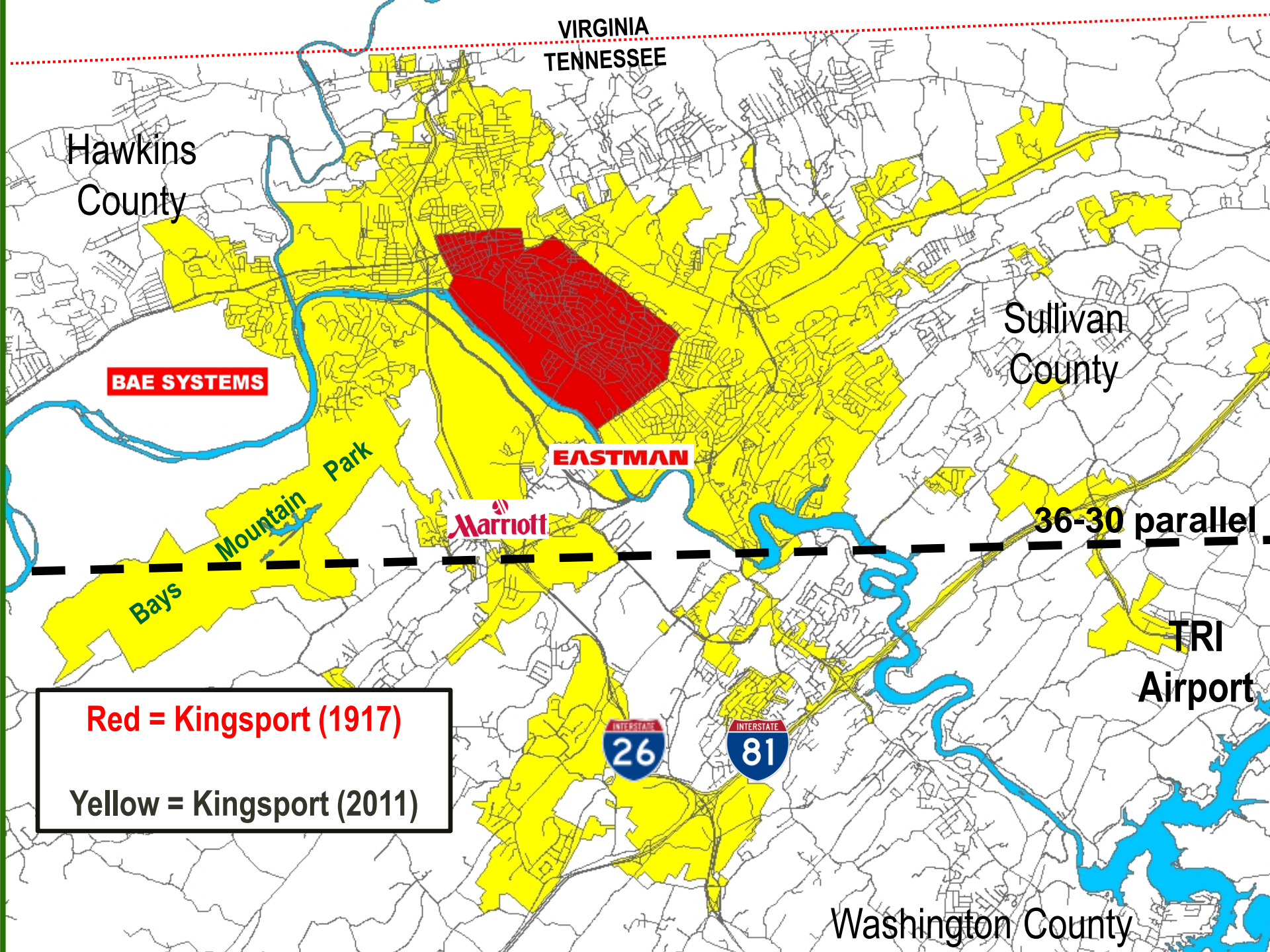
# City of Kingsport, Tennessee

## Incorporated Population



GENERAL MAP  
of  
KINGSPORT TENNESSEE  
COMPILED IN THE OFFICE OF  
JOHN NOLEN CITY PLANNER  
HARVARD SQ. CAMBRIDGE MASS.  
1919





# The 1999 Economic Summit

## *Economy in Transition*

- ☀ “Last one out, turn out the lights”
- ☀ Major manufacturing closures/lay-offs
- ☀ Eastman spin-off from Kodak
- ☀ Major changes in elected officials and appointed leadership
- ☀ “Rustbelt”
- ☀ Call to action – A new day, a new plan

### EDUCATION & HEALTHCARE JOBS

Area: Kingsport-Bristol-Bristol, TN-VA  
Supersector: Education and Health Services  
Industry: Education and Health Services  
Data Type: All Employees, In Thousands



### MANUFACTURING JOBS

Area: Kingsport-Bristol-Bristol, TN-VA  
Supersector: Manufacturing  
Industry: Manufacturing  
Data Type: All Employees, In Thousands





# Where We Were

## The 1999 Economic Summit

### Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
  - Recruit people (educated with income)
    - Retail amenities
    - Accessibility (airport)
    - Quality of life amenities
    - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment  
Concept Plan 2001

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Broad Street Redevelopment  
Concept Plan 2001





2 years free tuition to H.S. graduates

Childcare, Public Transit

\$17 million local capital funding

2,100 students

2002 – Applied Technology

2008 – Health Professions

2009 – Higher Education

2009 – Advanced Manufacturing

2011 – Automotive Tech

Kingsport Times-News

## Harvard recognizes city's efforts to spur education

Most residents already consider Kingsport a special place. All the same, it's gratifying that the city has been identified by Harvard University as creating some of the most innovative education initiatives in the nation.

This week in Washington, D.C., the Ash Institute for Democratic Governance and Innovation at the John F. Kennedy School of Government at Harvard University honored Kingsport as one of only six winners of the 2011 Innovations in American Government Awards.

The prestigious award is a recognition from one of the top universities in the nation of Kingsport's years of work in promoting and advancing higher education — from the Educate and Grow program, to the newly opened Kingsport Center for Higher Education, to the idea of creating an Academic Village in downtown Kingsport.

As Mayor Dennis Phillips noted, the incredible accomplishment will "draw attention to not only Kingsport, but

## TENNESSEE News

Price 75 Cents



94th Year, Number 271

## Haslam says 'Educate and Grow' could go statewide

■ **'Educate and Grow'** scholarship program allows every high school graduate who



HASLAM

standards to attend four

The program, funded by city and county taxpayers, allows every high school graduate who meets entrance requirements and minimum academic standards to attend four

## Education a family affair for Church Hill foursome

■ **'As long as** you're willing to learn, you will learn here.'

— Troy Christian

By RICK WAGNER  
rwagner@timesnews.net

KINGSPORT — When it comes to the Kingsport Center for Higher Education, the Christian family of Church Hill is keeping it all in the family.

Dad Troy Christian, mom Teresa,



and professors and among students.

"They're really here to help us learn," Teresa said of the professors, including her anatomy professor, whom she talked with as he came through a hall at the center during the family's recent interview. "You're about get to know everybody in your classroom by the end of the semester on a personal level."

Of the Christians:

• Troy has worked at Domtar for about four years. About three years



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Broad Street Redevelopment  
Concept Plan 2001



| 2010              | Count | %     |
|-------------------|-------|-------|
| 1-4 Employees     | 1,381 | 56.4% |
| 5-9 Employees     | 472   | 19.3% |
| 10-19 Employees   | 290   | 11.8% |
| 20-49 Employees   | 181   | 7.4%  |
| 50-99 Employees   | 75    | 3.1%  |
| 100-249 Employees | 36    | 1.5%  |
| 250-499 Employees | 8     | 0.3%  |
| 500-999 Employees | 3     | 0.1%  |
| 1,000+ Employees  | 4     | 0.2%  |

[CNNMoney.com](#) > [Small Business](#) > [Best Places to Launch](#)

## BEST PLACES TO LAUNCH

The best metro areas for small business startups

2009 ▾

Full List

Near You

Find Loans

Business Climate

Costs

Fastest small business growth

Educated workers

Low crime

High income

Growing economy

### Fastest small business growth

In these metro areas, the number of small businesses – companies with fewer than 50 employees – grew fast from 2004-2007.

FASTEST GROWTH

SLOWEST GROWTH

| Rank | Metro area     | Small business growth rate | # of small businesses (1-49 employees) |
|------|----------------|----------------------------|--|
| 1    | Kingsport, TN  | 43.7%                      | 6,087                                  |
| 2    | St. George, UT | 29.8%                      | 4,224                                  |
| 3    | Provo, UT      | 23.0%                      | 10,525                                 |
| 4    | Bend, OR       | 22.6%                      | 6,554                                  |
| 5    | Palm Coast, FL | 22.4%                      | 1,888                                  |

### Best Places Winners


[Show: All 50](#) | [Top Large Places](#) | [Top Midsize](#) | [Top Small](#)

### Top 25 Lists

[Small business growth](#)
[College-educated workers](#)

### Find your law

Do you prefer a place is:

The factors that matter most to me are:

☐ Affordable wage

☐ Educated workers

☐ Low crime



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Broad Street Redevelopment  
Concept Plan 2001



## I-26 Gateway

Leisure, Hospitality, Professional, Medical



**\$127,645,200** in spin-off  
private taxable  
investments

(1998-2011 Sullivan Co Public Tax Records)



**The 1 year increase from 2008-2009 (\$22,576,400) was greater than the total property value in 1998 (\$22,496,860)**





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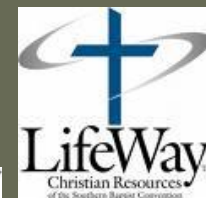
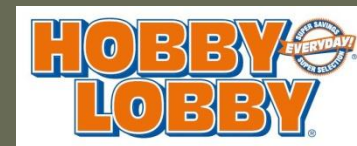


Broad Street Redevelopment  
Concept Plan 2001





Since 2005, all of these have located on a **redeveloped** site



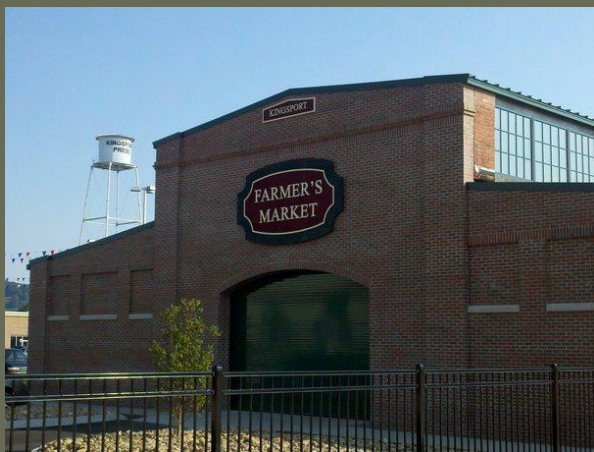


# Downtown Kingsport Renaissance

\$114.9 million appraised value

\$41.7 million in private taxable  
investment (1998-2011)

Excluding churches, hospital,  
higher education (an additional  
\$129,000,000)





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Broad Street Redevelopment  
Concept Plan 2001





OFFICIAL RELOCATION GUIDE

THE FACTS

CAREERS

FAMILIES

HOMES

ACTIVITIES

What Are You Looking For?

SEARCH

[CONTACT US](#) - or - Call 423-392-



MEET OUR NEIGHBORS - Select an image and we'll introduce you to some of those who call Kingsport their new home.

2008 Best Walking City

- Walk Magazine



**A community like no other  
... and we'll prove it!**

Sign the Guestbook and we'll get started to help you [FIND A JOB](#), [FIND A HOME](#) and discover a new life in Tennessee's bright spot.

**Get Started Now**



## Tennessee's Bright Spot

Offering a dynamic combination of pristine beauty and cutting-edge technology, the city of Kingsport is a beacon of hospitality in an

## Kingsport Just For You...

Select a preference below for custom information related to your interests in our community. It's Kingsport just for you...

## Top Destinations - Must See

### Ride The Bus!

It's almost as good as being there yourself. Ride the Downtown Kingsport Tour Bus with Chad

2010 POPULATION DISTRIBUTION IN THE UNITED STATES  
AND PUERTO RICO

# Kingsport's Strategic Location for Business and Residence







*You've got  
Connections!*

[Home](#) [About TRI](#) [Booking](#) [Airline Info](#) [Ground Transportation](#) [Passenger Services](#) [Security](#) [Contact](#)

## *Tri-Cities Regional Airport*



*a world-class airport - right here at home*

# Passenger numbers at TRI up 9.2 percent

February, 2011

**Direct flights to  
4 Cities:**

Atlanta  
Charlotte  
Orlando  
St. Pete/Clearwater

**Closest Neighboring  
Airports:**

Asheville (90 miles)  
Knoxville (112 miles)



# Variety of Housing Choices

updated February 1, 2012



4836 Preston Park Dr (5596 sf)  
Built: 1995 , 5 BR 6 BA  
\$750,000 (\$7,689 taxes)



386 Golf Ridge Dr (3717 sf)  
Built: 2011, 4 BR 5 BA  
\$851,900 (\$8,733 taxes)



1242 Ridgetop Trail (8093 sf)  
Built: 1996, 7 BR 8 BA  
\$1,600,000 (\$16,403 taxes)



2501 Glasgow Station Rd (3862 sf)  
Built: 2008, 5 BR 5 BA  
\$550,000 (\$5,638 taxes)

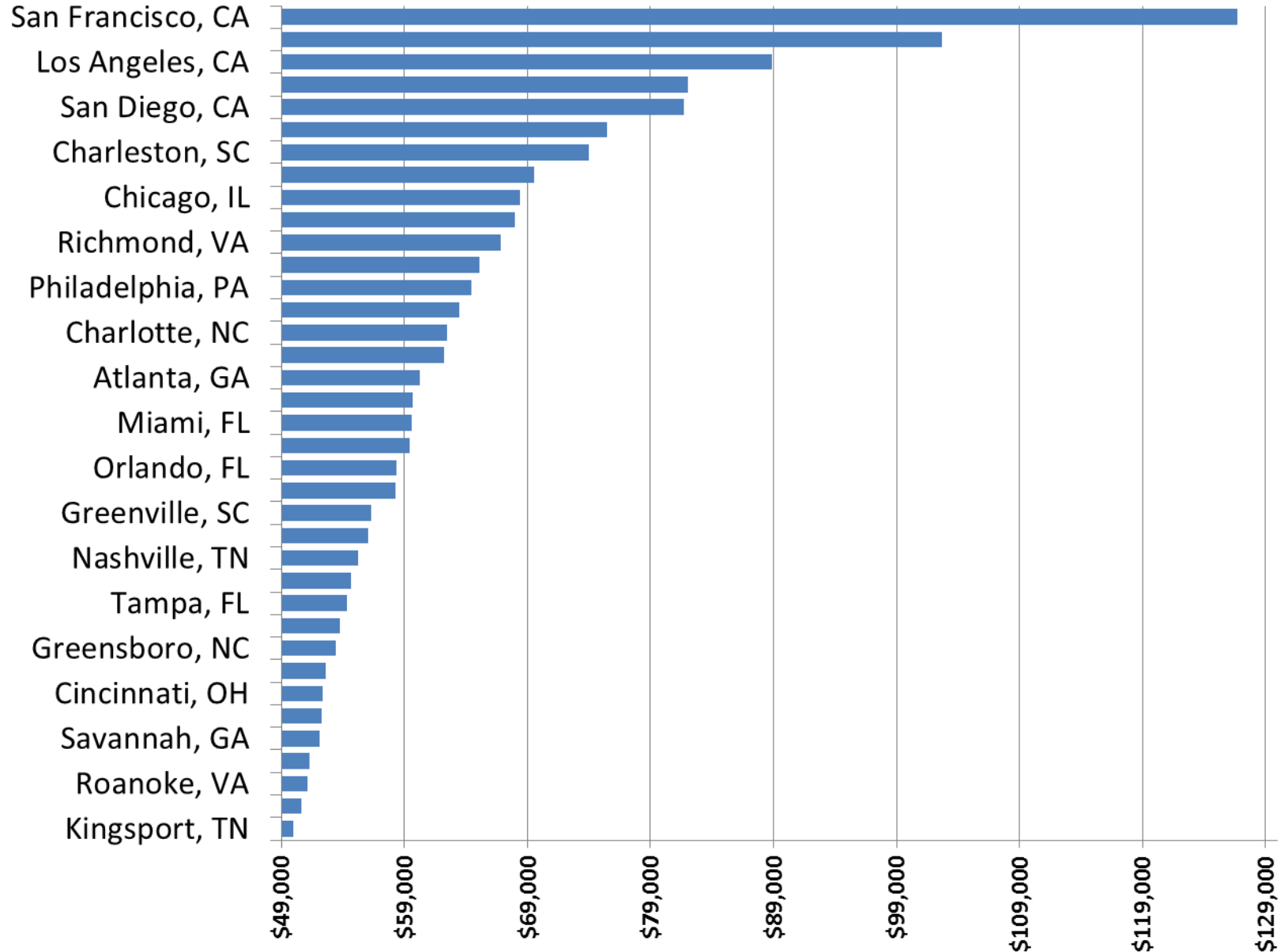


4236 Anchor Pointe Dr (2649 sf)  
Built: 2010, 3 BR 3BA  
\$379,900 (\$3,895 taxes)



2137 Bonaire Rd (3478 sf)  
Built: 1963, 4 BR 4 BA  
\$299,900 (\$3,074 taxes)

# Equivalent Cost of Living for \$50,000



# Low taxes coupled with high quality of life

For a family of 4 in a house appraised at \$229,500...

|   | 2011            |
|---|-----------------|
| Gasoline                                  | \$ 2,890        |
| Mobile Phone (3)                          | \$ 2,496        |
| 1 pack of cigarettes/day @ \$5 ea         | \$ 1,825        |
| Car Insurance (2)                         | \$ 1,727        |
| 2-liters of bottled water/day @ \$1.99 ea | \$ 1,453        |
| Electricity                               | \$ 1,298        |
| County Property Taxes                     | \$ 1,222        |
| Cable TV                                  | \$ 1,214        |
| <b>City Property Taxes*</b>               | <b>\$ 1,113</b> |
| Natural Gas                               | \$ 864          |
| <b>Water + Sewer</b>                      | <b>\$ 598</b>   |

\*All inclusive: No special assessments or monthly fees for garbage/trash/recycling, schools, parks, fire, etc.





## 8<sup>th</sup> Best Place for Starting Over June 2011

- ✿ The Tri-Cities region of northeastern Tennessee and southwestern Virginia, in the Blue Ridge Mountains, was the birthplace of the country's earliest country-music recordings.
- ✿ Today, the area takes a back seat to Nashville, Tenn., in the music arena, but it is home to a number of large employers, including thriving Eastman Chemical Co., paper maker Domtar Corp. and the Holston Army Ammunition Plant.
- ✿ Kingsport also is making some bold moves to boost its economic fortunes by harnessing the education of its residents. The city won accolades from both the National League of Cities and Harvard University for its city scholarship program, which pays for up to four semesters at Northeast State Community College for city high-school graduates.

## SPECIAL REPORT 100 BEST PLACES TO WORK IN IT 2011

## Employer Profile

NO. 55

## Eastman Chemical Co.

Kingsport, Tenn. [South Atlantic]

<http://www.eastman.com><http://www.eastman.com/Company/Careers/>

## Why You Want to Work There

The newest employees at this chemical firm in Kingsport, Tenn., go through a formal yet flexible onboarding program. The employee's entire workgroup is involved, and the new hire is also paired with a mentor. As part of the development process, employees can work in various areas of the organization to build their experience, and interested employees are also given opportunities outside of IT, in areas such as manufacturing, to enhance their skills. An IT Development Club gives newer employees a better understanding of the organization, helps them identify career opportunities and network with others to develop business relationships. The club hosts informational speakers -- usually top IT leaders -- and social events where employees can enjoy activities such as bowling or hiking. **Fluid schedules** Flexible or alternate work arrangements include standard workweeks compressed into fewer than five eight-hour days. Many employees choose to work four nine-hour days and one four-hour day. The company also caters to diverse interests through clubs such as the Eastman Professional Development Club, International Club and various recreation clubs. An annual merit review process awards pay increases based on individual performance and an employee/team recognition directly links rewards and recognition to short-term employee contributions to business objectives.

Rank by company size

Medium, No. 15

## EMPLOYEE STATISTICS

Total employees

8,633

Total IT employees

320


 100  
BEST PLACES  
TO WORK IN IT 2011

- View the
- View and ranking
- In the No
- Employee for training
- 29,000 IT say
- Tell us all to work!

with





### **Waconia, Minnesota**

Only 30 minutes west of the Twin Cities, and it boasts an outdoor playground of natural beauty...plus a community indoor water park. The town is an especially friendly place to build a primary care practice in or near Minneapolis/St. Paul, then come home to this cozy settlement of 9,000 on the shores of Lake Waconia.



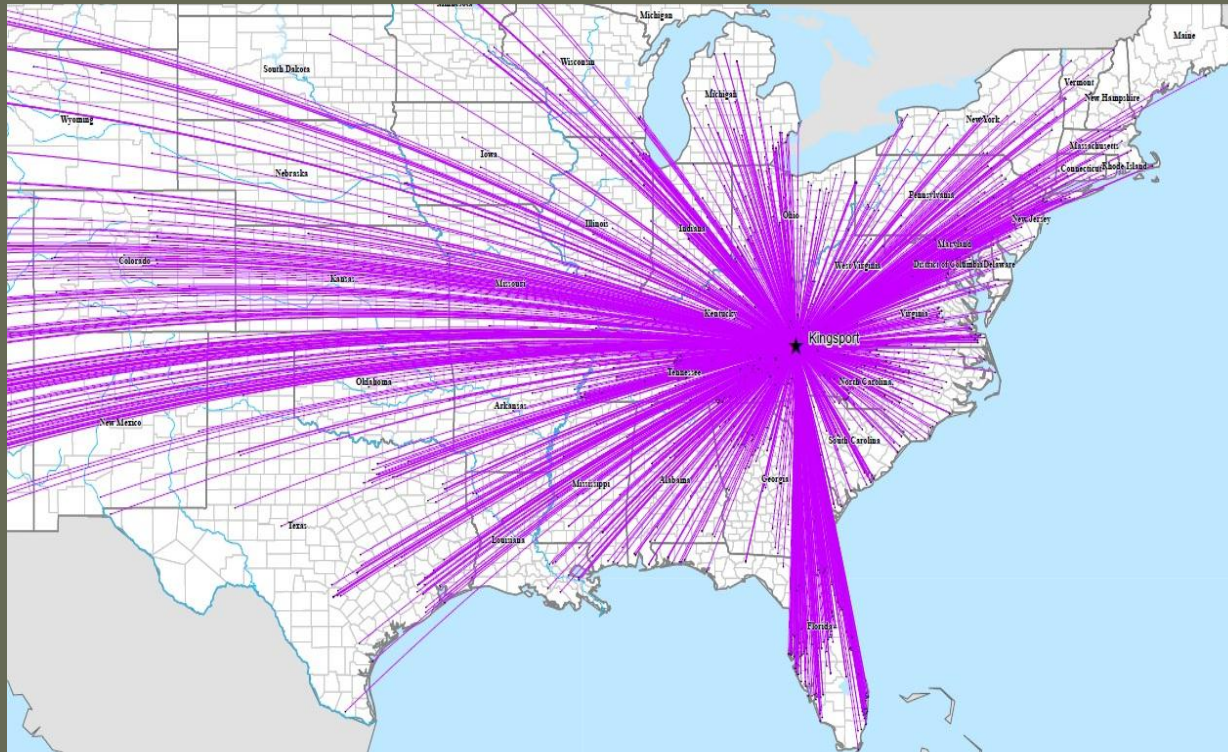
**Medical  
Economics®**  
SMARTER BUSINESS. BETTER PATIENT CARE.

### **Kingsport, Tennessee**

Recently named one of the best cities to practice medicine in America by Medical Economics Magazine:

# FY06-13

2,591 families from 49 states & DC  
moved to Kingsport

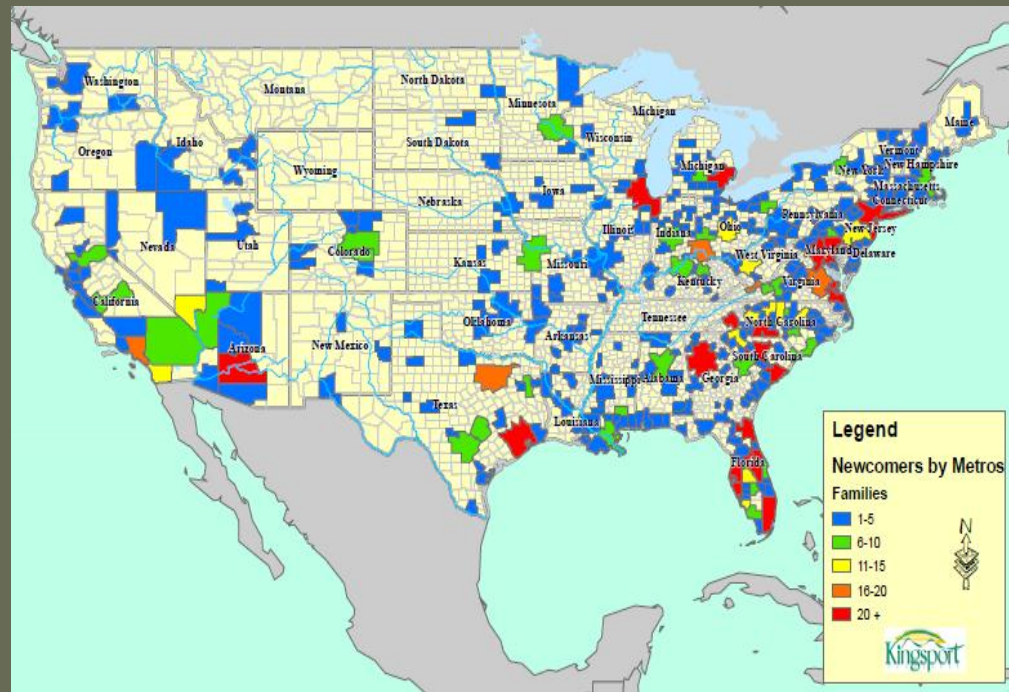


|    |               |     |
|----|---------------|-----|
| 1  | VIRGINIA      | 847 |
| 2  | FLORIDA       | 292 |
| 3  | N. CAROLINA   | 213 |
| 4  | GEORGIA       | 94  |
| 5  | S. CAROLINA   | 93  |
| 6  | KENTUCKY      | 92  |
| 7  | TEXAS         | 88  |
| 8  | OHIO          | 75  |
| 9  | CALIFORNIA    | 70  |
| 10 | MICHIGAN      | 60  |
| 11 | NEW YORK      | 60  |
| 12 | MARYLAND      | 56  |
| 13 | PENNSYLVANIA  | 45  |
| 14 | ALABAMA       | 41  |
| 15 | ILLINOIS      | 37  |
| 16 | MISSISSIPPI   | 37  |
| 17 | ARIZONA       | 35  |
| 18 | INDIANA       | 33  |
| 19 | WEST VIRGINIA | 33  |
| 20 | NEW JERSEY    | 30  |
| 21 | LOUISIANA     | 27  |
| 22 | COLORADO      | 24  |
| 23 | MISSOURI      | 17  |
| 24 | NEVADA        | 16  |
| 25 | WASHINGTON    | 15  |



# Top Metros Moving to Kingsport FY06-FY13

|    |                                |           |
|----|--------------------------------|-----------|
| 1  | <b>Tampa Bay, FL</b>           | <b>58</b> |
| 2  | <b>Washington, DC-VA-MD-WV</b> | <b>53</b> |
| 3  | <b>Atlanta, GA</b>             | <b>40</b> |
| 4  | <b>Miami-Ft Lauderdale, FL</b> | <b>38</b> |
| 5  | <b>New York-Northern NJ</b>    | <b>38</b> |
| 6  | <b>Asheville, NC</b>           | <b>35</b> |
| 7  | <b>Charlotte, NC-SC</b>        | <b>34</b> |
| 8  | <b>Orlando, FL</b>             | <b>33</b> |
| 9  | <b>Va Beach-Norfolk, VA-NC</b> | <b>29</b> |
| 10 | <b>Deltona-Daytona, FL</b>     | <b>26</b> |
| 11 | <b>Detroit, MI</b>             | <b>25</b> |
| 12 | <b>Chicago, IL-IN-WI</b>       | <b>24</b> |
| 13 | <b>Houston, TX</b>             | <b>24</b> |
| 14 | <b>Baltimore, MD</b>           | <b>23</b> |
| 15 | <b>Charleston, SC</b>          | <b>23</b> |
| 16 | <b>Phoenix, AZ</b>             | <b>23</b> |
| 17 | <b>Jacksonville, FL</b>        | <b>22</b> |
| 18 | <b>Sarasota-Bradenton, FL</b>  | <b>21</b> |
| 19 | <b>Columbia, SC</b>            | <b>20</b> |
| 20 | <b>Dallas-Fort Worth, TX</b>   | <b>19</b> |
| 21 | <b>Cincinnati, OH-KY-IN</b>    | <b>17</b> |

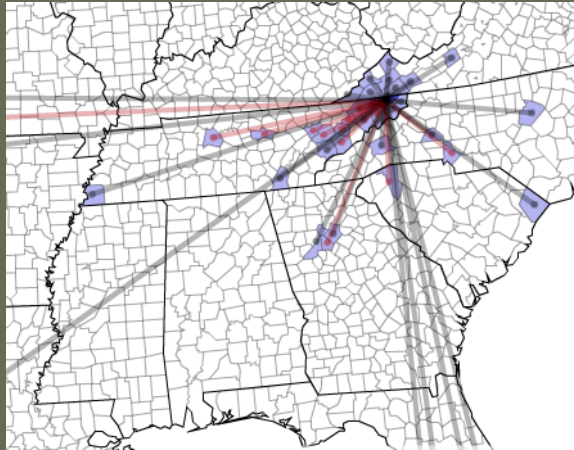


|   |   |       |
|---|---|-------|
| 1 | Kingsport-Bristol, TN-VA (non Kingsport zips) | 2,497 |
| 2 | Johnson City, TN                              | 1,417 |
| 3 | Greeneville, TN                               | 374   |
| 4 | Knoxville, TN                                 | 166   |
| 5 | Morristown, TN                                | 77    |
| 6 | Nashville-Davidson--Murfreesboro, TN          | 68    |
| 7 | Chattanooga, TN-GA                            | 49    |
| 8 | Sevierville, TN                               | 27    |
| 9 | Memphis, TN-MS-AR                             | 25    |

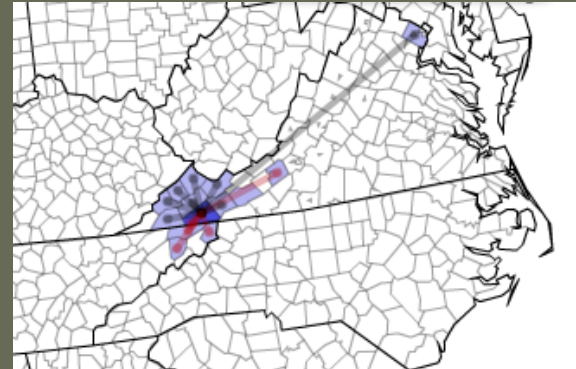
# Free data (in this case, interactive!): Fortune Magazine (2008) Where Americans Are Moving

<http://www.forbes.com/2010/06/04/migration-moving-wealthy-interactive-counties-map.html>

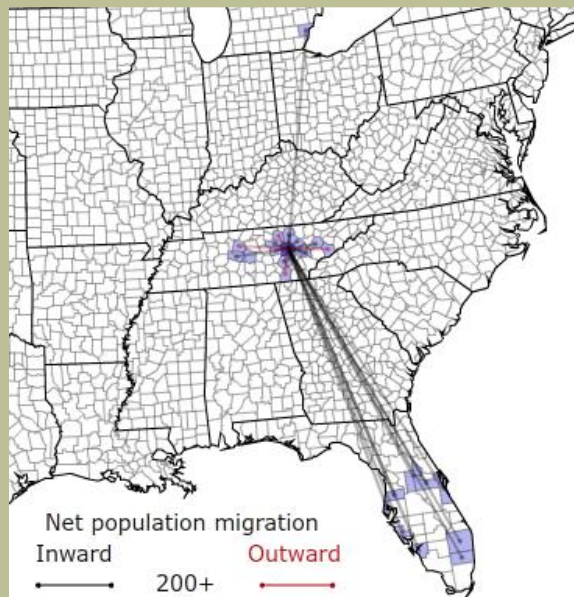
Kingsport  
Sullivan Co,  
Tennessee



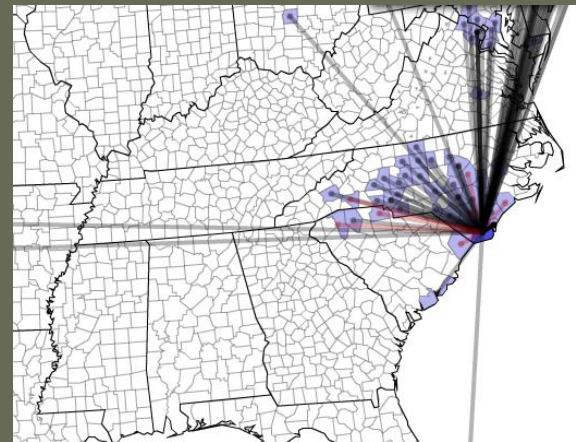
Bristol  
Washington Co,  
Virginia



Crossville  
Cumberland Co,  
Tennessee



Wilmington  
Metro  
Brunswick Co,  
North Carolina



Net population migration  
Inward      Outward

|      |      |
|------|------|
| 200+ | 200+ |
| 100  | 100  |
| 50   | 50   |
| 10   | 10   |

# Annual Economic Impact of Newcomers

## An example of Kingsport, Tennessee

- +461 families (July 2005-January 2012)
- x 2.3 persons per family on average
- = 1,060 new residents
- Each resident generates \$25,000 in consumer expenditures
- $1,060 \times \$25,000 = \textbf{\$26,507,500}$  per year
- Consuming services and creating demand for jobs in medical, pharmacy, finance, insurance, real estate, food, retail, etc.
- Not a bad return on investment for \$55,000 annual budget for “Move To Kingsport” program



# TN Counties by Natural Increase (Deaths vs Births)

| Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009 |                                      |                  |              |        |               |                            |          |
|--|--------------------------------------|------------------|--------------|--------|---------------|----------------------------|----------|
| Geographic Area  | Total Population Change <sup>1</sup> | Natural Increase | Vital Events |        | Net Migration |                            |          |
|  |                                      |                  | Births       | Deaths | Total         | International <sup>2</sup> | Domestic |
| Stewart County   | 970                                  | -33              | 1,329        | 1,362  | 1,066         | -28                        | 1,094    |
| Claiborne County   | 1,321                                | -36              | 3,288        | 3,324  | 1,532         | 74                         | 1,458    |
| Perry County   | 195                                  | -39              | 854          | 893    | 266           | 27                         | 239      |
| Polk County  | -408                                 | -54              | 1,781        | 1,835  | -266          | 29                         | -295     |
| Houston County   | 70                                   | -61              | 934          | 995    | 182           | 108                        | 74       |
| Overton County   | 938                                  | -71              | 2,277        | 2,348  | 1,143         | -3                         | 1,146    |
| Hancock County   | -192                                 | -85              | 724          | 809    | -68           | 6                          | -74      |
| Giles County   | -365                                 | -88              | 3,120        | 3,208  | -99           | 51                         | -150     |
| Clay County  | -77                                  | -101             | 818          | 919    | 71            | 137                        | -66      |
| Weakley County   | -1,436                               | -107             | 3,313        | 3,420  | -1,136        | 448                        | -1,584   |
| Pickett County   | -162                                 | -114             | 489          | 603    | -26           | 6                          | -32      |
| Wayne County   | -336                                 | -127             | 1,529        | 1,656  | -113          | 64                         | -177     |
| Fentress County  | 1,052                                | -151             | 1,888        | 2,039  | 1,293         | 52                         | 1,241    |
| Lake County  | -651                                 | -216             | 667          | 883    | -387          | 13                         | -400     |
| <b>Greene County</b>   | <b>3,373</b>                         | <b>-256</b>      | 6,750        | 7,006  | <b>4,024</b>  | 583                        | 3,441    |
| Decatur County   | -206                                 | -309             | 1,201        | 1,510  | 174           | 183                        | -9       |
| Jackson County   | -109                                 | -340             | 981          | 1,321  | 292           | 38                         | 254      |
| Johnson County   | 507                                  | -369             | 1,545        | 1,914  | 958           | 16                         | 942      |
| <b>Hardin County</b>   | <b>680</b>                           | <b>-437</b>      | 3,052        | 3,052  | <b>1,286</b>  | 100                        | 1,186    |
| Carter County  | 2,303                                | -452             | 5,568        | 6,020  | 3,013         | 284                        | 2,729    |
| Benton County  | -512                                 | -573             | 1,540        | 2,113  | 166           | 31                         | 135      |
| <b>Cumberland County</b>   | <b>7,308</b>                         | <b>-579</b>      | 4,877        | 5,456  | <b>8,136</b>  | 90                         | 8,046    |
| Gibson County  | 1,319                                | -620             | 5,772        | 6,392  | 2,235         | 210                        | 2,025    |
| <b>Henry County</b>  | <b>773</b>                           | <b>-652</b>      | 3,410        | 4,062  | <b>1,610</b>  | 118                        | 1,492    |
| <b>Roane County</b>  | <b>1,597</b>                         | <b>-653</b>      | 5,072        | 5,725  | <b>2,569</b>  | 194                        | 2,375    |
| Unicoi County  | 71                                   | -658             | 1,674        | 2,332  | 834           | -2                         | 836      |
| Carroll County   | -969                                 | -677             | 3,266        | 3,943  | -120          | 41                         | -161     |
| <b>Sullivan County</b>   | <b>1,502</b>                         | <b>-1,208</b>    | 15,398       | 16,606 | <b>3,706</b>  | 893                        | 2,813    |

# TN Counties by Total Increase (including in-migration)

| Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009 |                                      |                  |              |        |               |                            |          |
|--|--------------------------------------|------------------|--------------|--------|---------------|----------------------------|----------|
| Geographic Area  | Total Population Change <sup>1</sup> | Natural Increase | Vital Events |        | Net Migration |                            |          |
|  |                                      |                  | Births       | Deaths | Total         | International <sup>2</sup> | Domestic |
| Jefferson County   | 7,428                                | 734              | 5,159        | 4,425  | 6,903         | 523                        | 6,380    |
| Cumberland County  | 7,308                                | -579             | 4,877        | 5,456  | 8,136         | 90                         | 8,046    |
| Monroe County  | 6,865                                | 1,042            | 5,022        | 3,980  | 5,992         | 348                        | 5,644    |
| Madison County   | 5,480                                | 4,448            | 12,639       | 8,191  | 1,590         | 1,420                      | 170      |
| Dickson County   | 5,074                                | 2,136            | 6,132        | 3,996  | 3,166         | 123                        | 3,043    |
| Hamblen County   | 4,905                                | 2,045            | 7,944        | 5,899  | 3,255         | 3,095                      | 160      |
| Coffee County  | 4,507                                | 1,217            | 6,408        | 5,191  | 3,587         | 522                        | 3,065    |
| Hawkins County   | 4,221                                | 572              | 5,906        | 5,334  | 3,969         | 179                        | 3,790    |
| Cheatham County  | 3,964                                | 1,856            | 4,516        | 2,660  | 2,338         | 130                        | 2,208    |
| McMinn County  | 3,729                                | 497              | 5,662        | 5,165  | 3,508         | 429                        | 3,079    |
| Anderson County  | 3,523                                | 151              | 7,832        | 7,681  | 3,845         | 788                        | 3,057    |
| Marshall County  | 3,505                                | 1,018            | 3,552        | 2,534  | 2,651         | 482                        | 2,169    |
| Greene County  | 3,373                                | -256             | 6,750        | 7,006  | 4,024         | 583                        | 3,441    |
| Rhea County  | 3,113                                | 718              | 3,782        | 3,064  | 2,543         | 256                        | 2,287    |
| Sequatchie County  | 2,538                                | 413              | 1,506        | 1,093  | 2,173         | 93                         | 2,080    |
| Cocke County   | 2,479                                | 16               | 3,894        | 3,878  | 2,624         | 74                         | 2,550    |
| White County   | 2,334                                | 76               | 2,834        | 2,758  | 2,398         | 77                         | 2,321    |
| Carter County  | 2,303                                | -452             | 5,568        | 6,020  | 3,013         | 284                        | 2,729    |
| Warren County  | 2,205                                | 1,086            | 5,043        | 3,957  | 1,358         | 1,287                      | 71       |
| Grainger County  | 2,198                                | 328              | 2,450        | 2,122  | 1,965         | 181                        | 1,784    |
| Franklin County  | 2,038                                | 228              | 4,127        | 3,899  | 2,053         | 228                        | 1,825    |
| Lincoln County   | 2,034                                | 326              | 3,815        | 3,489  | 1,904         | 149                        | 1,755    |
| Macon County   | 1,671                                | 467              | 2,583        | 2,116  | 1,323         | 347                        | 976      |
| Roane County   | 1,597                                | -653             | 5,072        | 5,725  | 2,569         | 194                        | 2,375    |
| DeKalb County  | 1,533                                | 322              | 2,235        | 1,913  | 1,315         | 454                        | 861      |
| Henderson County   | 1,515                                | 510              | 3,368        | 2,858  | 1,161         | -1                         | 1,162    |
| Hickman County   | 1,510                                | 429              | 2,585        | 2,156  | 1,224         | 4                          | 1,220    |
| Sullivan County  | 1,502                                | -1,208           | 15,398       | 16,606 | 3,706         | 893                        | 2,813    |

# Buxton analysis of in-migrants to Kingsport

## Primary: “Stable Careers”

Young and ethnically diverse singles living comfortable lifestyles.

## Secondary: “Steadfast Conservatives”

Mature singles and couples living in middle-class urban neighborhoods.

## Tertiary: “Urban Commuter Families”

Upscale, college educated boomer families and couples living in comfortable, single detached homes in city neighborhoods.



# Buxton analysis of in-migrants

Compared to existing Kingsport residents, in-migrants from >35 miles away are:

## Demographic

- 35% more likely to have children 0-3
- 49% more likely to have children 4-6
- 35% more likely to have a head of household 35-44
- 25% more likely to have a head of household 45-54

## Income

- 170% more likely to have an income \$150,000-\$174,999
- 93% more likely to have an income \$175,000-\$199,999
- 174% more likely to have an income \$200,000-\$249,999
- 48% more likely to have an income \$250,000+

## Housing

- 171% more likely to live in a home valued \$300,000-\$349,999
- 228% more likely to live in a home valued \$400,000-\$449,999
- 47% more likely to live in a home valued \$450,000-\$499,999

# 5-Year House Price Appreciation

Source: FHFA.gov 3<sup>rd</sup> Quarter 2011 (released November 29, 2011)

**+6.67% Kingsport-Bristol, TN-VA**

**+4.03% Johnson City, TN**

+2.64% Greenville-Mauldin-Easley, SC

+0.80% Knoxville, TN

+0.30% Lexington, KY

-0.87% Nashville-Murfreesboro-Franklin, TN

-1.28% Chattanooga, TN

-1.68% Roanoke, VA

-1.91% Spartanburg, SC

-3.74% Asheville, NC

-4.56% Charlotte-Gastonia-Rock Hill, NC-SC

-8.65% Memphis, TN-MS-AR

-18.13% Atlanta-Sandy Springs-Marietta, GA

-21.93% Chicago-Joliet-Naperville, IL

-33.74% Detroit-Livonia, MI

-39.55% Tampa-St. Petersburg-Clearwater, FL

-45.40% Fort Lauderdale-Pompano-Deerfield, FL

-59.46% Las Vegas-Paradise, NV

## 20 Metropolitan Statistical Areas and Divisions\* with Highest Rates of House Price Appreciation

### Percent Change in House Prices with MSA Rankings Period Ended September 30, 2011

*(Estimates use all-transactions HPI which includes purchase and refinance mortgages)  
Note that purchase-only indexes, which omit appraisal values, are available for select metro areas at  
<http://www.fhfa.gov/Default.aspx?Page=87>.*

| MSA                                 | National Ranking** | 1-Yr. | Qtr.  | 5-Yr. |
|-------------------------------------|--------------------|-------|-------|-------|
| Bismarck, ND                        | 1                  | 5.52  | 0.38  | 15.99 |
| Dubuque, IA                         | 2                  | 2.46  | 3.26  | 8.06  |
| Fargo, ND-MN                        | 3                  | 1.86  | 2.37  | 6.88  |
| Joplin, MO                          | 4                  | 1.56  | 5.74  | 2.59  |
| Casper, WY                          | 5                  | 0.88  | 3.73  | 5.99  |
| Springfield, IL                     | 6                  | 0.67  | -0.22 | 5.12  |
| Burlington-South Burlington, VT     | 7                  | 0.60  | 0.96  | 0.61  |
| Pittsburgh, PA                      | 8                  | 0.33  | 1.05  | 8.15  |
| Anchorage, AK                       | 9                  | 0.29  | 0.28  | 1.55  |
| Owensboro, KY                       | 10                 | 0.27  | 2.20  | 8.03  |
| Honolulu, HI                        | 11                 | 0.24  | -0.93 | -6.57 |
| Davenport-Moline-Rock Island, IA-IL | 12                 | 0.20  | 1.15  | 5.23  |
| Corpus Christi, TX                  | 13                 | 0.15  | 1.23  | 2.50  |
| Bloomington, IN                     | 14                 | 0.11  | 4.14  | 6.21  |
| Waterloo-Cedar Falls, IA            | 15                 | 0.07  | -0.61 | 4.32  |
| Topeka, KS                          | 16                 | 0.06  | 3.97  | 1.62  |
| Jefferson City, MO                  | 17                 | 0.03  | 2.24  | 4.43  |
| Kingsport-Bristol-Bristol, TN-VA    | 18                 | 0.01  | 1.22  | 6.67  |
| Fayetteville, NC                    | 19                 | -0.02 | -0.26 | 9.39  |
| Sioux Falls, SD                     | 20                 | -0.10 | 1.33  | 4.58  |

# Jobs

updated December 2011

7.2% = Kingsport-Bristol, TN-VA  
7.3% = Johnson City, TN  
7.5% = Asheville, NC  
7.7% = Greenville-Mauldin-Easley, SC  
9.2% = Spartanburg, SC  
7.9% = Columbia, SC  
7.8% = Charleston-North Charleston, SC  
8.4% = Savannah, GA  
9.7% = Brunswick, GA  
9.5% = Jacksonville, FL  
14.0% = Palm Coast, FL  
10.3% = Deltona-Daytona, FL  
9.7% = Orlando-Kissimmee-Sanford, FL  
10.3% = Tampa-St. Pete-Clearwater, FL  
11.1% = Palm Bay-Melbourne-Titusville, FL

## Quick Summary of Unemployment Rate:

|   |      |
|---|------|
| Sullivan County                           | 7.1% |
| Kingsport-Bristol, TN-VA MSA              | 7.2% |
| Johnson City-Kingsport-Bristol, TN-VA CSA | 7.3% |
| Hawkins County                            | 7.5% |
| United States                             | 8.2% |
| State of Tennessee                        | 8.4% |

| CITY OF KINGSPORT | 2006          | 2010          | 2011          |
|-------------------|---------------|---------------|---------------|
| Unemployment Rate | 6.0%          | 8.8%          | 7.9%          |
| <b>Population</b> | <b>44,758</b> | <b>48,205</b> | <b>50,851</b> |
| Labor Force       | 19,050        | 19,430        | 19,650        |
| <b>Employed</b>   | <b>17,910</b> | <b>17,730</b> | <b>18,100</b> |
| Unemployed        | 1,150         | 1,710         | 1,550         |



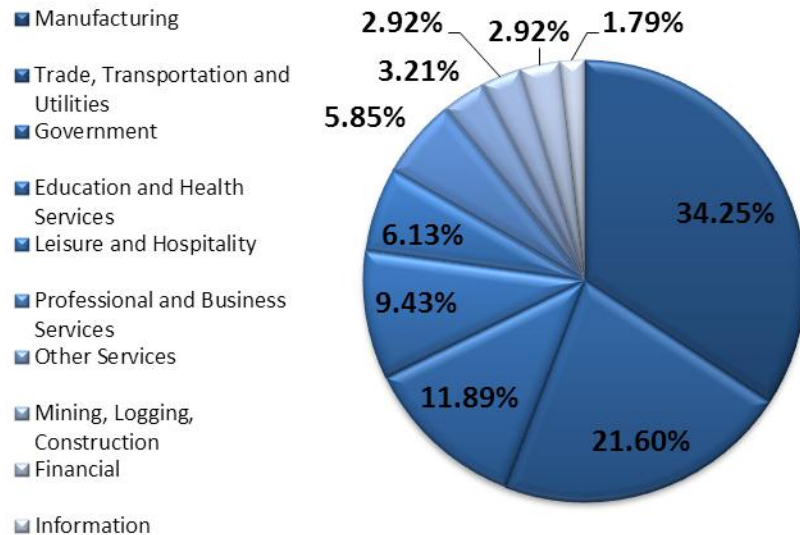
| <b>Employment in<br/>Kingsport, TN-VA MSA</b>  | <b>January 1990</b> | <b>% of All<br/>Jobs</b> | <b>December<br/>2011</b> | <b>% of All<br/>Jobs</b> | <b>Change<br/>(Jan 1990-<br/>Dec 2011)</b> | <b>% Change<br/>1990-2011</b> |
|--|---------------------|--------------------------|--------------------------|--------------------------|--|-------------------------------|
| <b>Education and Health Services</b>           | <b>10,000</b>       | <b>9.43%</b>             | <b>19,200</b>            | <b>16.07%</b>            | <b>9,200</b>                               | <b>6.63%</b>                  |
| <b>Leisure and Hospitality</b>                 | <b>6,500</b>        | <b>6.13%</b>             | <b>11,600</b>            | <b>9.71%</b>             | <b>5,100</b>                               | <b>3.58%</b>                  |
| <b>Mining, Logging, Construction</b>           | <b>3,100</b>        | <b>2.92%</b>             | <b>6,900</b>             | <b>5.77%</b>             | <b>3,800</b>                               | <b>2.85%</b>                  |
| <b>Professional and Business<br/>Services</b>  | <b>6,200</b>        | <b>5.85%</b>             | <b>8,900</b>             | <b>7.45%</b>             | <b>2,700</b>                               | <b>1.60%</b>                  |
| <b>Government</b>                              | <b>12,600</b>       | <b>11.89%</b>            | <b>16,200</b>            | <b>13.56%</b>            | <b>3,600</b>                               | <b>1.67%</b>                  |
| <b>Financial</b>                               | <b>3,100</b>        | <b>2.92%</b>             | <b>4,500</b>             | <b>3.77%</b>             | <b>1,400</b>                               | <b>0.84%</b>                  |
| <b>Other Services</b>                          | <b>3,400</b>        | <b>3.21%</b>             | <b>4,300</b>             | <b>3.60%</b>             | <b>900</b>                                 | <b>0.39%</b>                  |
| <b>Information</b>                             | <b>1,900</b>        | <b>1.79%</b>             | <b>2,300</b>             | <b>1.92%</b>             | <b>400</b>                                 | <b>0.13%</b>                  |
| <b>Trade, Transportation and<br/>Utilities</b> | <b>22,900</b>       | <b>21.60%</b>            | <b>24,700</b>            | <b>20.67%</b>            | <b>1,800</b>                               | <b>-0.93%</b>                 |
| <b>Manufacturing</b>                           | <b>36,300</b>       | <b>34.25%</b>            | <b>20,900</b>            | <b>17.49%</b>            | <b>-15,400</b>                             | <b>-16.76%</b>                |
| <b>TOTAL</b>                                   | <b>106,000</b>      | <b>100.00%</b>           | <b>119,500</b>           | <b>100.00%</b>           | <b>13,500</b>                              | <b>← Net Gain</b>             |

# DIVERSIFICATION

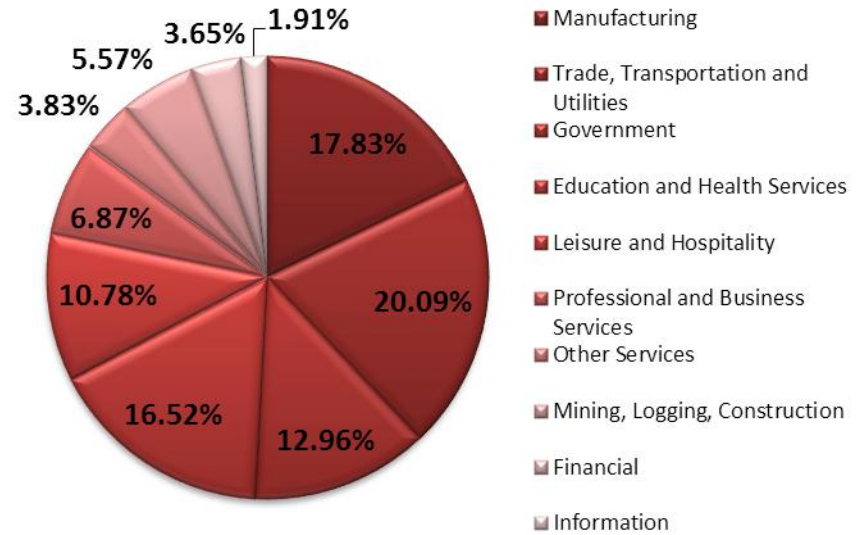
## 13,500 Net New Jobs

### Employment in Kingsport MSA

Jan 1990



Dec 2011







1950's









2006



2007







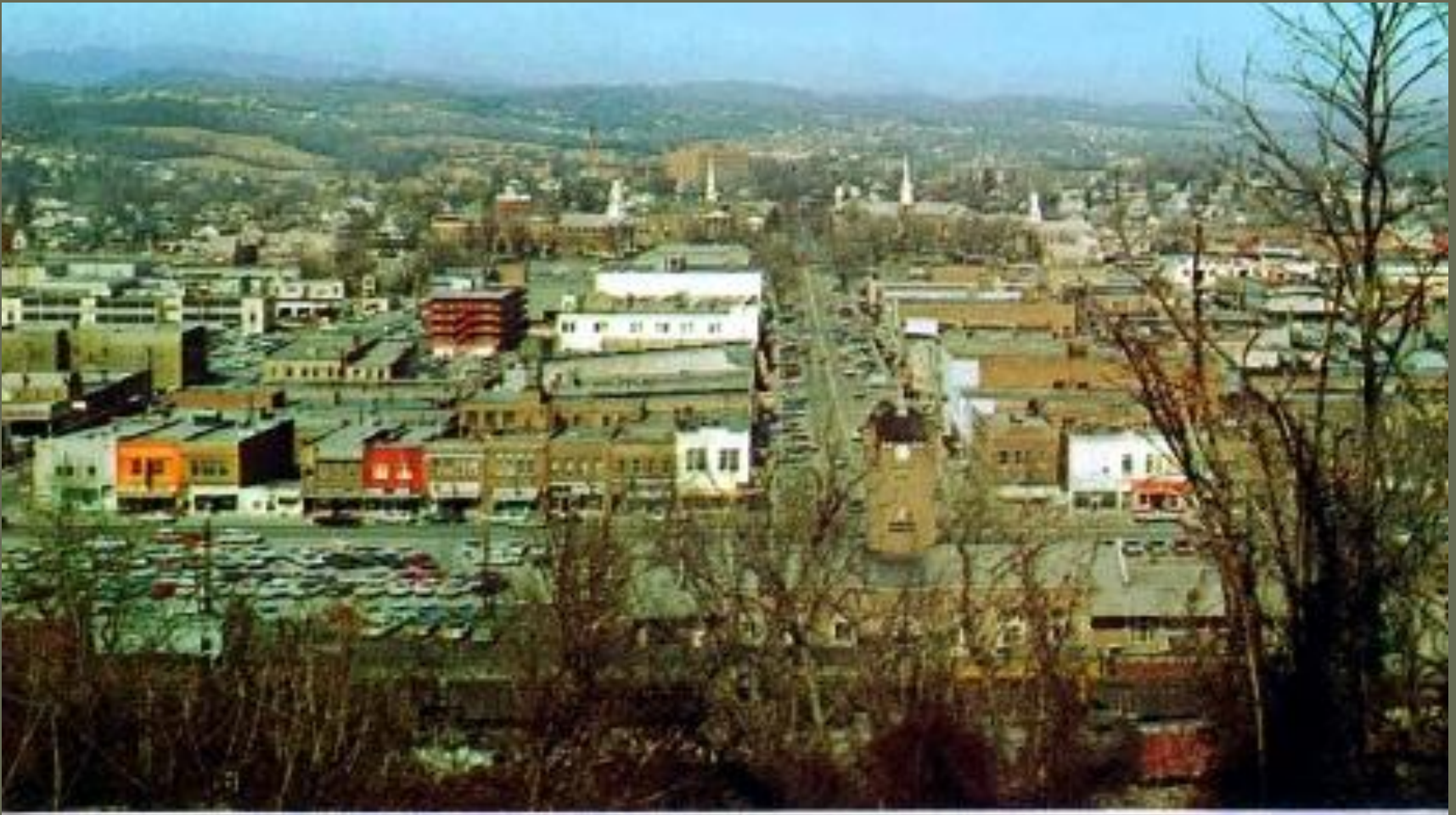
- |   |  |
|---|--|
| City Hall<br>225 White Center Street                            | John Deere<br>137 Arnold Street                                      |
| Chamber of Commerce<br>131 East Main Street                     | Red Collar<br>100 White Center Street                                |
| City of Kingsport and Mayor's Office<br>100 White Center Street | Regional Center for Higher Education<br>100 White Center Street      |
| Police Station<br>200 Bailey Street                             | Regional Center for Health Professions<br>200 Bailey Street          |
| Fire Department Station 1<br>225 White Center Street            | Regional Center for Applied Technology<br>225 White Center Street    |
| Kingsport Public Library<br>400 Broad Street                    | Regional Center for Applied Manufacturing<br>200 White Center Street |



1920



1967





2011







Circa  
2005



2012



SHELBY STREET ELEVATION



CENTER STREET ELEVATION



MARKET STREET ELEVATION

# KINGSPORT PUBLIC PARKING STRUCTURE

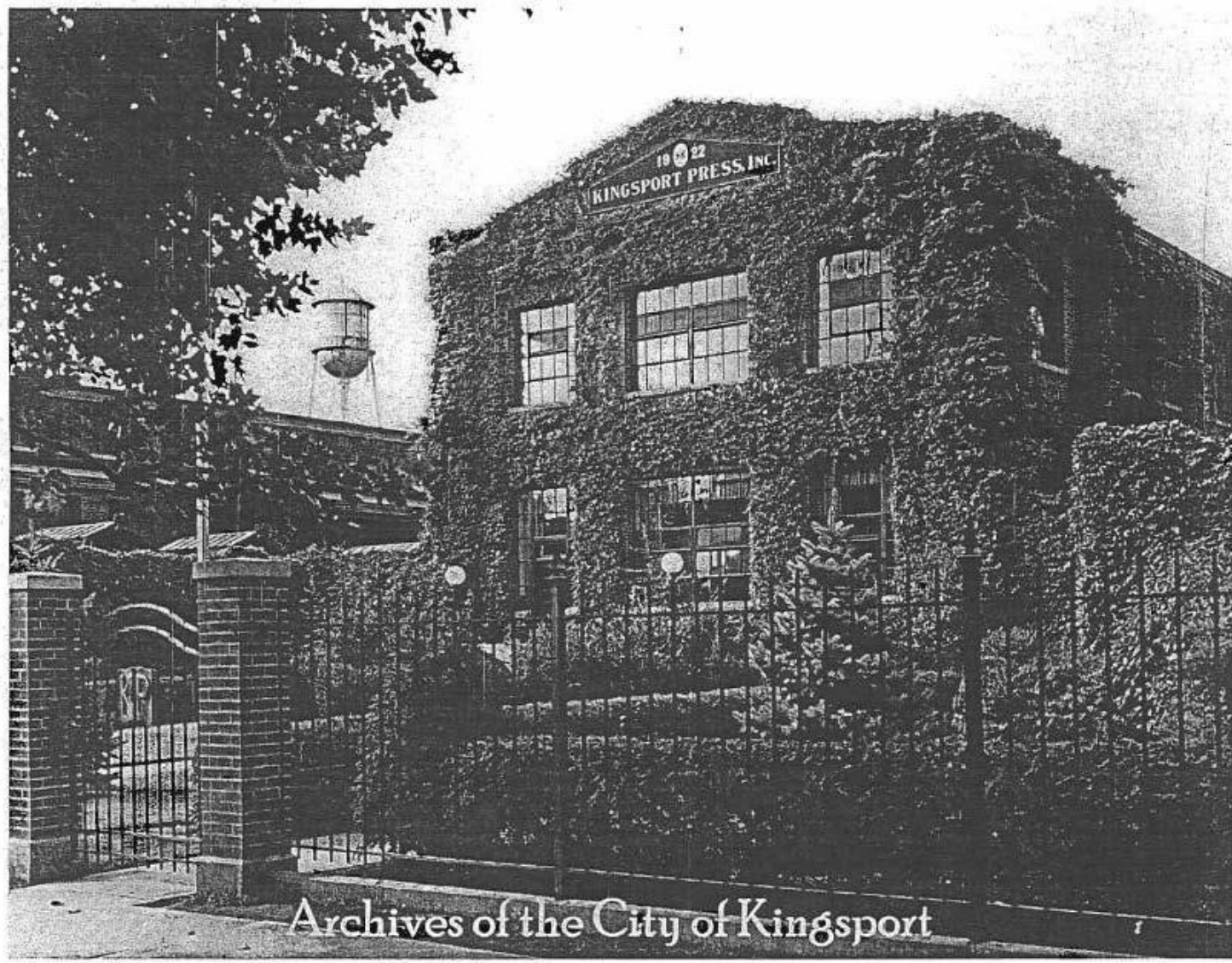
OCTOBER 4, 2010

ARTECH



PERSPECTIVE AT CENTER STREET & SHELBY STREET





Archives of the City of Kingsport

# Kingsport Press 2008

(from Sullivan Street)







2010



2010/06/24 18:07





The Press Building:  
Mountain Region Family Medicine, P.C.



# Farmer's Market at Kingsport Press







Sunday, February 5, 2012



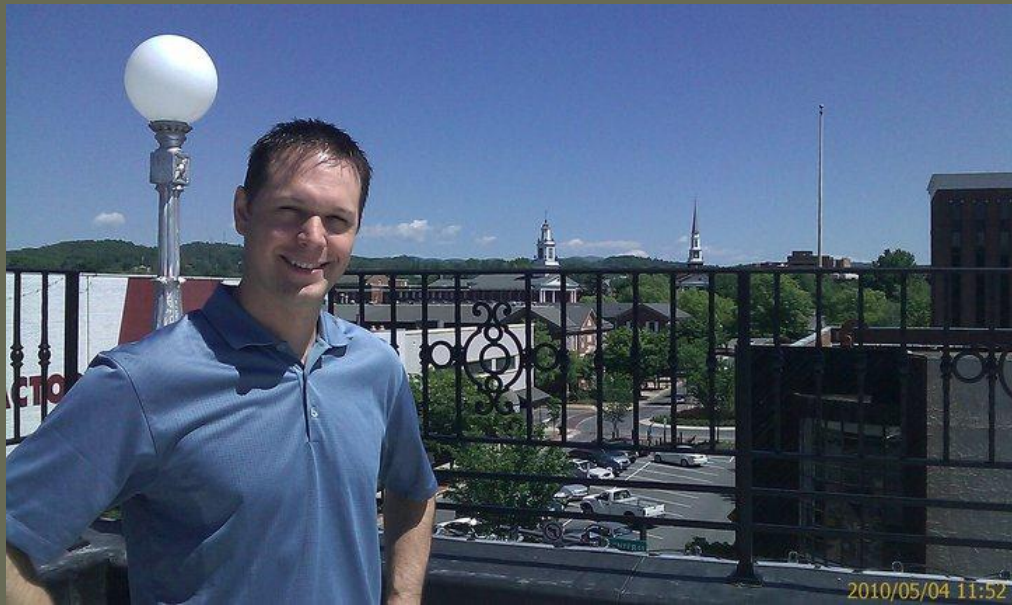
David Grace — dgrace@timesnews.net

The Kingsport Board of Education and Kingsport Area Chamber of Commerce will soon move into these offices at the Press Building, at the old Quebecor property in downtown Kingsport. More than \$14 million in public and private investment was spent on construction and building improvements in the central business district in 2011.











# Leadership

**“We’re the 30  
year overnight  
success story”**

Mayor Knox White,  
Greenville, SC

**“When people ask,  
‘How did you do  
it?’...we did t.”**

Mayor Dennis Phillips,  
Kingsport

## Tri-Cities regains jobs lost in Great Recession

■ **Among the** region's cities, Kingsport gained the most jobs and posted the lowest unemployment rate in the fourth quarter.

By SHARON CASKEY HAYES  
shayes@timesnews.net

While the national economy



HIPPLE

According to the latest labor market report issued Wednesday by ETSU, the Tri-Cities metropolitan area gained 4,684 jobs in the fourth

**“If you don’t plant acorns,  
you’ll have no oak trees”**

Miles Burdine, Kingsport  
Chamber CEO

**“We must have a series  
of sustained successes”**

Mayor Jeanette Blazier,  
Kingsport

**“The torch has  
been passed to a  
new generation”**

John F. Kennedy

# Contact: Jeff Fleming, AICP

Assistant City Manager for Development

[JeffFleming@KingsportTN.gov](mailto:JeffFleming@KingsportTN.gov)

